Workstream:

Recruitment Proposal

KNOWLEDGE CAPTURE

Who/When: New Hire Focus Group

Key Themes: Recruiting & Onboarding

- Job security and benefits were identified as key attractions for new hires to DOT and in some cases encouraging them to think about a career at DOT.

- Engineer Associates stated a big draw to DOT is the variety of engineering disciplines in school and they can then see these in practice at DOT (design, construction, etc.). Stated that they learn about varying engineering areas. Downside is that many think of the DOT trainee program as their backup in case they do not get another offer. If they come they stay for two years, get the experience then go private. Campus talk is that it is an okay "starter job" that pays too little.

- Friendly internal environment was universal but improvements are needed in how we react and are perceived by external stakeholders. Need positive involvement of citizens particularly in design stages of a project. Send people to contact sensitivity training.

Recruit:	Integrate & Onboard:
Five of the seven members of the group identified **job security** as a key factor in attracting them to DOT. Spoke stress of worrying about not having a job, stressful work hours, and taking work home every night in other positions.	Once you are on the Engineer Training Program areas are too busy to work with you. They would like to have a consistent experience for everyone. If you rotate to the Construction Unit in the winter there is little activity. They think it is important to move around but may need to stay longer in areas and rethink the areas for rotation and timing.
Benefits were identified as a positive factor. Mentioned getting the state contribution of retirement if you stay past 5 years of service. Felt you could get reasonable health insurance for employee and spouse after retirement.	Little interaction with other associates once you are in the program.
Variety was a key reason for coming to DOT. Mountains, coastal regions, piedmont, etc. all lend itself to engineering challenges. Would like to see more alternative solutions for engineering encouraged at DOT. Engineers would find that attractive.	Little orientation to your specific work area once hired. Attend the HR orientation and then you are pretty much on your own.
	Problems with parking, getting access to computer systems, understanding the training they need to be taking, training website that shows class taken is not updated timely, work environment is dirty on arrival, must figure out e-mail, etc. on your own.
Moving outside current geographical location did not seem attractive by a couple of the interviewees. Another felt that it makes you a better engineer and is a positive to working here.	Need a checklist to help new employees adapt to their new working environment.
Opportunity for advancement was discussed as a reason to work at DOT.	

Positive – can see advancement eventually. Negative – some are frustrated they have not been given more opportunity. Stated you have to wait for someone to die or retire for advancement. Have seen cases making a lateral transfer has helped with advancement.

Feeling is that you must take advantage of opportunities because they may not come around again (even if you are not very interested). The move may be best for your career.

Participant worked at a private firm and now with the state. Money may be better but you could not leave until the work is done. Difficult to manage once you have children. Now she has flexible work hours and can meet her kids at the school bus.

All the associates mentioned they liked having variety in their work.

On-line posting that was written in an interesting way inspired out of state applicant to apply. Used the work alternative solutions in the posting.

Building a Career

In order to keep people at DOT for a career DOT must support engineers getting their license, allowing them time away from work for PE certification hours (without signing out vacation leave) and paying for the training.

Work is not typically stressful. Think tank atmosphere in pockets, open dialogue, people care about what is going on in your life – even management staff. Want to feel like you can make a difference.

Public view of DOT is reflective of the negative comments voiced such as DOT employees asleep in the truck.

DOT is not perceived as a challenging place to work.

Contractors should be made to have better habits.

Interview Process

Experienced positive interviews. Liked that they could see the working

environment. Could see how they would fit in the culture. Manager was likable. Others stated that it was difficult to get an interview. One engineer waited 18 months after applying for many jobs, for an interview. After calling repeatedly someone finally told her that she needed to get her diploma "qualified" because it was from another county. Once that was done, she got interviews and was hired. Moving expense for new hires is not allowed. Employee came here from Texas. Feels insurance for family is expensive. Did not hear feedback from interview process timely. Applied many times without an interview or acknowledgment of application. Stated it took at least 3 to 4 months from interview to hiring.	Other: Want project management that has meaning. DOT employees should get an incentive bonus for getting projects complete ahead of schedule. Need to instill pride and financial rewards. Need to be challenged and be a part of innovative ideas. Need to explore new research and development methods. Young engineers would find that attractive in their work environment. You want to be a part of what you read about. Skill based pay for Engineer Tech's needs to be funded.

RECRUITMENT TRAINEE PROPOSAL

Goal:

To make NCDOT a great place to work by attracting and retaining the best talent.

Recommendation:

College Recruitment serves as a value-added "business strategy." It is viewed as an investment in the future and depends on a program that is professional with dedicated staff and dedicated resources that focuses on college relations and recruitment activities that students can relate to and identify with. Successful recruitment is a sustained commitment. There are improvements that can be made today to help in this effort many of which are being used today. Talent Management and Human Resources have worked together to identify the following areas of improvement and recruitment opportunities.

SPOT staff member and Human Resources member must assume responsibility for talent initiatives for DOT in alignment with DOT's vision, goals, and strategic direction.

Leverage relationship with local universities – Need to build relationship with school leaders. DOT sends significant research dollars for to schools. We need to identify a strategy to benefit DOT for those dollars.

Focus on College Relations
- Build rapport with college/university department chairs, professors, research opportunities, and career services.
- Managers/supervisors – volunteer to speak at universities; assist recruitment with information session at universities (we used to request a list of volunteers each year to have on hand when we received requests for speakers). Today HR Recruiter and a younger engineer that came through the TEA Program goes to speak to Dr. Stone's class NCSU. It would be useful to have some names of senior management to attend these. Many times there are conflicts with senior management and it becomes very difficult to coordinate. Management needs to commit to make it happen.
- Faculty – Managers and supervisors can meet with faculty to share new technology information and curriculum issues.
- Partner with universities on project funding and research opportunities.
- Target DOT Managers that are Part Time Instructors

Utilize Marketing Tools – Many of the other states advertise and give an 800# on the side of their vehicles when they attend recruitment events and during their regular business day. Utilizing something like **1-800-DOT-Engineer** and the DOT symbol on the side would be a riding billboard for DOT. The number is called to hear more about career opportunities available.

We need more graphically attractive marketing materials to give to the students. HR has some examples of other states. Even discussed the use of a CD that could be given to a potential new hires highlighting the variety of work DOT has to offer.

Accessibility of Application – Make the application more accessible on the web site. Human Resources has continually received feedback from students that it is difficult to find the application on the website or find someone to call about job opportunities.

DOT Web-site
- Need to be easier to maneuver to understanding what DOT is all about.
- Show a welcoming, fun work environment and satisfaction of employees being able to provide an important service to the public that goes on for generations.
- Show testimonials from employees or students about their work with pictures (smiling young people).

Site should be updated regularly.

Blogging – Trends today indicate that blogging is a useful way to share information. This would be a useful way to allow summer interns and co-op students to talk to each other regarding their work experience with DOT and the type of work they performed while working. It allows the ability to answer questions about a particular unit, branch or division. An opportunity for students to speak to and hear from current employees or interns working for the agency.

Facebook – place an ad on facebook to advertise DOT. The cost is low and you do not need an education email address. Need to check with IT regarding firewalls and policies. This is used routinely by high performing organizations.

Financial Incentives
Compensation – being competitive with at least our industry (DOT's) regarding salary. According to recent feedback from OSP the SMR for new associates joining the TEA Program will stay at the current $44,759. Had the SMR gone up as it has in the past to $46,549 July 1, 2007, we would have been within a competitive range of our surrounding states. The starting range for our surrounding state DOT's is between $46-$48,000. This is a particular concern when it comes to competing for minority and female candidates.

- Timing of first paycheck – waiting 4 weeks to get paid for 2 weeks is difficult
- Payment for advanced degrees with a commitment to stay for a certain amount of time

Recruiting Bonuses – When hiring highly qualified candidates for the TEA Program, this would increase the pool of top-notch potential candidates and increase the quality of those candidates by offering additional compensation as hiring incentives. Adding an additional $2 - $3,000 to the hiring salary of students in the upper 10% of their class will assist in getting high performers to public service and in a position to lead DOT into the next century.

Advertise for Recruitment – Use local papers, Triangle Business Journal, etc. to communicate that DOT is a great place to work.

Speaker's Bureau – Develop list of speakers and provide bio/information/availability and their level of expertise on the web site. They would be available to speak at schools, universities, community activities, clubs and other meetings as requested.

Information Exchange – Communication between units, branches and divisions regarding contact with universities, individuals working as part-time instructors, research and participation on boards. **Share Applications/Resumes** between Units, Branches and Divisions.

Summer Engineering Assistants – Plan ahead for summer students and develop interesting and descriptive job descriptions. Don't ask for a student if you don't have the work. Also, this past summer we requested managers to submit a brief description of the work unit, branch or division where the students will be assigned during the summer.

Parental Influences – Recent studies show that parents play an increasingly important and influential role in the new college graduates job decisions.
- Provide newsletters to parents regarding DOT and career information updates.
- Promote Parent Visit Days

Advertisements – Department must produce polished and professional looking recruitment material, which includes a CD/DVD.

Recruitment Programs

- Summer Engineering Assistants Programs (Internships)

- Cooperative Education Program

- Part-time and temporary opportunities during the school year.

- Summer High School Internship Program (SHIP)

- Campus Information Sessions (classes, student organizations)

- Campus Recruitment – Career Fairs

More Involvement by DOT for Outreach Programs

- Meet and Greet Program for TEA's, Summer Interns, Co-op students and SHIP students at the end of the summer. This has gone over well for students and management.

- Campus Information Sessions.

- Career Days – Coordinate with Marvin Butler

- Work with CE student organizations on campus. Usually after work hours – we take engineers with us to the functions.

- Speak to CE classes on campus.

- Participate in early recruitment efforts to help them identify DOT and what we do.

- Introduce a Girl to Engineering (High School girls)

- Job Shadowing opportunities for students (Middle and High Schools)

- Bridge Building Competition (Middle and High Schools)

- Attend middle and high school career fairs.

- Work with math and science classes in high school

- Network with the community, churches, fraternities and Sororities

- Professional organizations

Process Improvement
- Exit Interview process – Recruitment Office requested a program from IT to make the process of completing the exit interview more accessible and stream lined as well as with the ability to extract data in regards to why employees are leaving
- Process of getting into NCDOT (state gov't as a whole) is tedious and timely (On-line application process with status indication)
- Additional Recruitment Staff
- NCDOT Website: site should be updated regularly, Application should be easily seen and accessible
- Redesign Careers website section to be more focused on potential employees more user friendly, display fun work environment and satisfaction of employees being able to provide an important service to the public that goes on for generations, happy smiling employees should be displayed, why individuals should work for NCDOT , testimonials from current employees
- Increase web presence thru multiple avenues:
  - Allow potential employees to search job posting by geographical area and skills
  - Allow potential employees to subscribe for notification if a job becomes available will their skills
  - Convert PD107 to online application process to allow for better data entry with skills
  - Build templates for postings so managers can create more uniform and meaningful job postings instead of using same word document over and over
  - Should DOT create a job searching engine OR should we just use an industry standard like Monster or Career Builder? Would we get better exposure that way?
  - Should managers start combing the job

Education/Awareness Programs
- Early recruitment activities that focus on school personnel, parents and students. (DVD about NCDOT and what different careers we have to take to schools)
- List of Managers/Supervisors who will volunteer to speak at universities and assist with recruitment
- Recruiting in the community colleges to identify talent that is pursuing an Associates degree in Civil Engineering Technology. Opening up the internship areas for these students, and perhaps offering assistance with completing their four year degree.
- One effective strategy would be to bring the future/high performing employees to us. The NCDOT could coordinate with both local high schools and colleges to set-up visits to different units and divisions so that the students could get a visual sense of what the NCDOT workplace is like and what all goes on. This might intrigue them and spark their interest.
- Another strategy would be to feed the high schools with information about the NCDOT and make sure that the students hear about us and give some thought to becoming a future employee in our organization. This can be done thru handouts or possibly DOT employees making visits to the schools and meeting with the students.

More Comprehensive Benefits
- Work experience during the application process is based off of years of experience versus actual knowledge and capabilities. Evaluation of skills should be more prevalent. Ex. A person who has worked in a position for 12 years versus an individual who has 5 years with 6 different job capabilities
- Hiring Bonuses for certain positions
- Higher Education Initiatives (Masters, PE, etc.)

- Reinstituting financial aid for continuing education.
- Pay incentives
- Good training program

Career Goals
- Partnership with Universities on project funding and research opportunities
- Update Technology (processing systems and programs)
- Developmental Plan – provide a clear track of where individual has a potential to go
- Training, Mentoring and Networking Opportunities
- Requiring newly hired trainees to perform their field operations stints in the Divisions that have the hardest time recruiting engineers i.e. Div. 1&2, 13 &14 (far east and far west).
- Career development paths that are clearly defined
- Strong communication plans
- Clearly defined mission/goals for the department as well as individual areas.

Immediate Recruitment Strategies

College Recruitment serves as a value-added "business strategy." It is viewed as an investment in the future and depends on a program that is professional with dedicated staff and dedicated resources that focuses on college relations and recruitment activities that students can relate to and identify with. Successful recruitment is a sustained commitment.

Use of Technology

DOT Web-site
- Easy to maneuver.
- Show a welcoming, fun work environment and satisfaction of employees being able to provide an important service to the public that goes on for generations.
- Show testimonials from employees or students about their work with pictures.
- Site should be updated regularly.

Accessibility of Application – Make the application more accessible on our web site. The feedback that I have received from students is that they have to really search for the application the way it is currently housed.

Blogging – allows summer interns and co-op students to talk to each other regarding their work experience with DOT and the type of work they performed while working. Ability to answer questions about a particular unit, branch or division. An opportunity for students to speak to and hear from current employees or interns working for the agency.

Facebook – place an ad on facebook to advertise DOT. The cost is low and you do not need an education email address. Need to check with IT regarding firewalls and policies.

Speaker's Bureau – Develop list of speakers and provide bio/information/availability and their level of expertise on the web site. They would be available to speak at schools, universities, community activities, clubs and other meetings as requested.

Exit interview information – requested a program from IT to make the process of completing the exit interview process easier and the ability to extract information that can assist with hiring projections.

(Look at Vermont's Job Web Site)

Compensation

Compensation – being competitive with at least our industry (DOT's) regarding salary. According to recent feedback from OSP the SMR for new associates joining the TEA Program will stay at the current $44,759. Had the SMR gone up as it has in the past to $46,549 July 1, 2007, we would have been within a competitive range of our surrounding states. The starting range for our surrounding state DOT's is between $46-$48,000. This is a particular concern when it comes to competing for minority and female candidates.

Recruiting Bonuses – When hiring highly qualified candidates for the TEA Program, this would increase the pool of top-notch potential candidates and increase the quality of those candidates by offering additional compensation as hiring incentives. Adding an additional $2 - $3,000 to the hiring salary of students in the upper 10% of their class will assist in getting high performers to public service and in a position to lead DOT into the next century.

Reinstate the PE incentive. This means a lot to the engineers. I believe the through was that we don't offer this incentive to other professional groups, but the other groups are not in the hard to fill groups.

Outreach

Speaker's Bureau – Develop list of speakers and provide bio/information/availability and their level of expertise on the web site. They would be available to speak at schools, universities, community activities, clubs and other meetings as requested.

Vehicle – with **Recruiter 1-800-DOT-Engineer** and the DOT symbol on the side. We drive to most of our recruitment activities and this would be a riding billboard for DOT.

Information Exchange – Communication between units, branches and divisions regarding contact with universities, individuals working as part-time instructors, research and participation on boards. **Share Applications/Resumes** between Units, Branches and Divisions.

Pro-Active Marketing - Establish how DOT can market itself to attract employees and how we would like DOT to be viewed by the public.
- Early recruitment initiatives that focuses on school personnel, parents and students.
- Determine what is a "right or wrong" attitude for DOT's culture. What is DOT's culture? What can we do to change it?
- How do we present ourselves when applicants interview or contact us for employment information?
- Provide a DVD (flash disk) of work areas at DOT and students working as a handout.
- Embrace family legacy – generations (referrals).

Identify Parents – Recent studies show that parents play an increasingly important and influential role in the new college graduates job decisions.

- Provide newsletters to parents regarding DOT and career information updates.
- What else can we do to reach parents?

Focus on College Relations

- Build rapport with college/university department chairs, professors, research opportunities, and career services.
- Managers/supervisors – volunteer to speak at universities; assist recruitment with information session at universities (we used to request a list of volunteers each year to have on hand when we received requests for speakers).
- Faculty – Managers and supervisors can meet with faculty to share new technology information and curriculum issues.
- Partner with universities on project funding and research opportunities.

Students/Applicants

- Reach applicants early
- Involvement with student organizations

Advertisements – We're looking at producing more polished and professional looking recruitment material, which includes a CD/DVD.

Career Services Guides Advertisements at Universities –

Mall Advertisements –

Posters for Advertisements on bulletin boards –

Billboards –

Military Recruitment – recruiting near bases for military members who are leaving the service

Memorable DOT Giveaways – examples include message window pens with contact information and mechanical pencils

Interactive CD / DVD –

Radio Spots / Drive Time Spots –

Career Development

Students want to know what happens next when they come off of the TEA Program?

- Provide an established career path for individuals who complete the training program.

Mentoring Program – I would like to see the pilot program that was developed for the African American Males instituted for everyone. We never followed through on implementation for everyone although it was made part of the OSP Procedures Manual.

Messages

Highlight
- Work life benefits (have a life after work)
- Meaningful work – relevant projects
- One instructor at NCA&T gives class credit (Geometric class) to students working in Location & Surveys.
- We highlight the variety of work that we offer that is under one umbrella (DOT).
- Latest technology used at DOT.
- Sustainability of work – ability to see your work for years to come.

Flexibility is very important to Generation Y as they want the freedom to do community volunteering and a personal life, not like their parents' generation.

Programs

Summer Engineering Assistants – Plan ahead for summer students and develop interesting and descriptive job descriptions. Don't ask for a student if you don't have the work. Also, this past summer we requested managers to submit a brief description of the work unit, branch or division where the students will be assigned during the summer.

Early Recruitment Programs – Reaching students before they enter college to introduce them to DOT and transportation. We get involved with the schools early by showing the relevancy of math and science classes to the work environment and participate in career fairs at middle and high schools. We're active in high school career fairs.

Recruitment Programs
- Summer Engineering Assistants Programs (Internships)
- Cooperative Education Program
- Part-time and temporary opportunities during the school year.
- Summer High School Internship Program (SHIP)
- Campus Information Sessions (classes, student organizations)
- Campus Recruitment – Career Fairs

Outreach Programs

- Meet and Greet Program for TEA's, Summer Interns, Co-op students and SHIP students at the end of the summer. This has gone over well for students and management.
- Campus Information Sessions.
- Work with CE student organizations on campus. Usually after work hours – we take engineers with us to the functions.
- Speak to CE classes on campus.
- Participate in early recruitment efforts to help them identify DOT and what we do.
- Introduce a Girl to Engineering (High School girls)
- Job Shadowing opportunities for students (Middle and High Schools)
- Bridge Building Competition (Middle and High Schools)
- Attend middle and high school career fairs.
- Work with math and science classes in high school
- Network with the community, churches, fraternities and Sororities
- Professional organizations

Other Recruitment Ideas

BRANDING

In order to recruit highly qualified applicants, we must first look at "employment branding," we need to stand out in the pack, provide something special in terms of challenging work, work environment, work-life balance or something to differentiate or highlight ourselves. Employment branding is important for both the retention of current employees and the attraction/recruitment of potential employees. Make DOT an employer of choice on targeted campuses. We need to overcome stereotypes often associated with the image of working for state government.

Keep Recruitment in the loop when making hiring decisions

Forecasting or Workforce Assessment - We assess current and long range hiring needs (last year we conducted a 5-year hiring assessment). Consistently in touch with managers and supervisors regarding their hiring needs.

Alumnus – we take recent graduates back to campus with us to career fairs and information sessions.

Internal Referrals – could establish a referral program with an incentive (e.g. parking space for successful referrals).

Campus Recruiting – when recruiting on campus, advertise for all hard-to-fill positions, not just engineers

Regional Recruiting Teams –

Every DOT Employee is a Recruiter –

Consolidate Recruitment?

Recruitment Resources

Additional Recruitment Staff – When I started with DOT the recruitment office consisted of the manager, two recruiters, an office assistant and a technical assistant.
- 1 additional recruiter (focus on technical and high school recruitment)
- 1 additional office person to assist with marketing materials and preparation for recruitment.

Recruitment Issues

- NCDOT Public Image
- NCDOT Website
- Job Posting
- Recruitment Strategy
- Application Process

NCDOT Public Image

❧ NCDOT needs to improve public image in order to be an "attractive place to work" for potential employees.

❧ NCDOT currently has no active marketing materials that are used in self-promotion.

NCDOT Public Image Recommendations

- NCDOT needs to work with various media outlets, the community and our web site to focus on the positive aspects of NCDOT.

- This includes billboards, kiosks, DVD's and interactive technology that can be distributed or accessed via the web, posters, etc.

NCDOT Public Image Recommendations (cont.)

- NCDOT needs to have information cards that can be distributed that give the job postings web site and helpful NCDOT links/phone numbers.

- Highlight successful projects, cutting edge strategies that are being used, disaster recovery work, current HR programs that are being used/developed, etc.

NCDOT Public Image Recommendations (cont.)

- In order to be successful in promoting this positive public image, NCDOT must work to fund current HR initiatives, treat current and perspective employees with respect. They also need to be up to date on current business practices to be a industry leader.

NCDOT Web Site

- NCDOT's web site is not user friendly.

- It is difficult to navigate and does not provide a great deal of information about perspective jobs and opportunities.

NCDOT Web Site Recommendations

- NCDOT's web site needs to be revamped in order to be more easily navigated.

- The web site needs to provide information about job postings, benefits, career growth opportunities, etc.

- The site should be able to be navigated in a few clicks with minimal additional links that may confuse potential employees.

Job Postings

- Job postings often are not accurate reflections of what the job actually does.

- It is difficult to weed through the postings and find specific positions based on skill sets.

- The job postings are often not written in an appealing or enticing way.

Job Postings Recommendations

- Job postings should be reviewed for accuracy and written by someone who can give a close representation of the job duties.

- Job postings should be searchable based on skill sets or functions to help the prospective employee navigate through the numerous postings.

- Job posting summaries should be written in an enticing and appealing way that highlights what NCDOT has to offer perspective employees.

Recruitment Strategy

- NCDOT does not currently have an aggressive recruitment strategy for all jobs and classifications utilized within the Department.

- The Recruitment Office's primary focus in recruiting for the Transportation Engineering Associates program.

- There are no incentives offered to current employees to recruit for the Department.

Recruitment Strategy Recommendations

- NCDOT needs to actively recruit for all classes utilized within the Department to ensure we have the best workforce.

- NCDOT needs to have some type of incentive program to reward current employees for referring new employees.

- NCDOT needs to fund current recruitment and retention tools (such as alternate pay systems) in order to use to actively recruit potential employees.

Application Process

- The application process is cumbersome/intolerable.

- There is a great deal of down time from the on set of the process until an applicant is chosen.

- We loose many excellent choices due to length of process and lack of communication during process.

Application Process Recommendations

- Streamline application process in order to make it more user friendly and efficient for the hiring manager.

- Keep applicants in the loop with updates throughout the process.

- Automate the process and have kiosks available at DOT field offices for those who do not have personal computers.

Recruitment Team

Jeff Roerden

Kassia Elliott, OSP

Tamela Gilbert

Matthew Hilderbran

Daniel Keel

James Merricks

Ryan Nolan

Amanda Olive

Stephanie King - Sponsor

Objectives

- Team Mission Statement

- Recruitment Issues & Recommendations

- Receive Transformation Team and Leadership Input on the Direction and Concept

Team Mission Statement

Identify innovative and effective strategies and tools for recruiting high performing employees and future leaders

Scope of Recruitment

Recruitment Process Starts...

…When a clear, user-friendly position description is posted.

Scope of Recruitment

Recruitment Process Ends...

…When the position is filled with a qualified employee.

Better Qualified Candidates

↑

Better Pool of Applicants

↑

Better Recruitment Strategy

Current Program Elements

- Transportation Engineering Associates Program

- Summer Engineering Assistants Program

- Cooperative Education Program

- Summer High School Internship Program

- Civil Engineering Awareness Program

- Career Fairs

- Campus Information Sessions

Recruitment Process - Issues

- Not streamlined into one functional area

- Focuses only on Engineering

- No process or guidelines for providing recruitment assistance

Other Recruitment Programs/Players

- Public Transportation Internship Program

- ITRE Summer Internship Program

- Historically Black Colleges & Universities Program

- Bridge Competition

- Construction Career Days

- Roadway Design

- Structure Design

Hard to Fill Positions*

- Title Examining Supervisor III

- Architecture positions in PDEA **

- Archaeologist positions in PDEA

- Specialty Ferry positions (such as Marine Machinist, Marine, Pipefitter, Marine Welder, etc.) **

- Bridge Maintenance Inspectors (both regular and underwater) **

- Construction & Renovation Design Technician **

- Transportation Engineers in Transportation Planning and PDEA **

- Environmental positions in PDEA

- Law Enforcement Agents **

* Positions that have been posted 3 or more times over the past 2 years. Does not include quality of applicants.

** Currently being studied or a study is planned

What should trigger Recruitment attention?

- Re-postings

- Low number of applicants

- Unqualified applicants

- Lack of Diversity

Recruitment Process - Issues

- Recruitment Travel delays can lead to missed opportunities

- No Incentive/Referral Programs

- More data needed to help determine why employees are leaving

Recruitment Process - Recommendations

- Coordinate all NCDOT Recruitment efforts

- Establish one Recruitment contact area for the public, universities and even internal customers (managers, supervisors, employees)

- Establish an alumni list for recruiting activities

- Expand the Recruitment focus

- Study hard-to-fill positions to move them closer to the market rate and consider offering hiring bonuses

Recruitment Process - Recommendations

- Fund current recruitment and retention tools (such as alternate pay systems) to recruit and retain employees

- Enhance Recruitment Travel Procedures
  - Blanket 10-8 with Quarterly Review

- Engage current employees in recruitment
  - Employee Referral Program - bonus for employees who refer applicants that are hired

- Enhance Exit Interview Process

Public Image - Issues

- Not viewed as an "attractive place to work" for potential employees

- Website difficult to navigate with limited information on job opportunities and benefits of working for the NCDOT
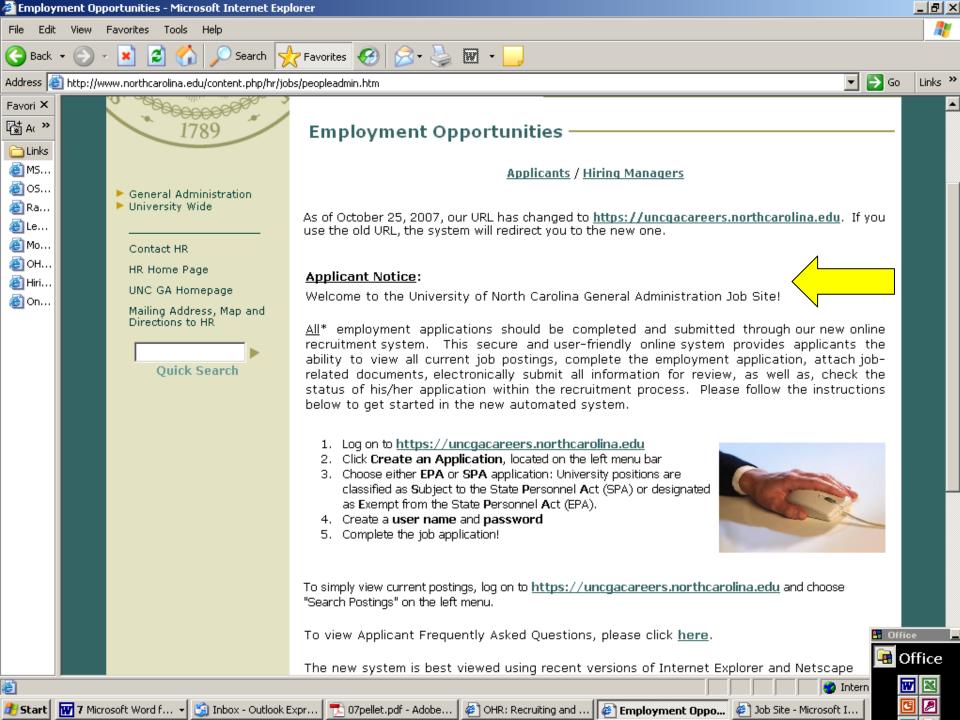
Public Image - Recommendations
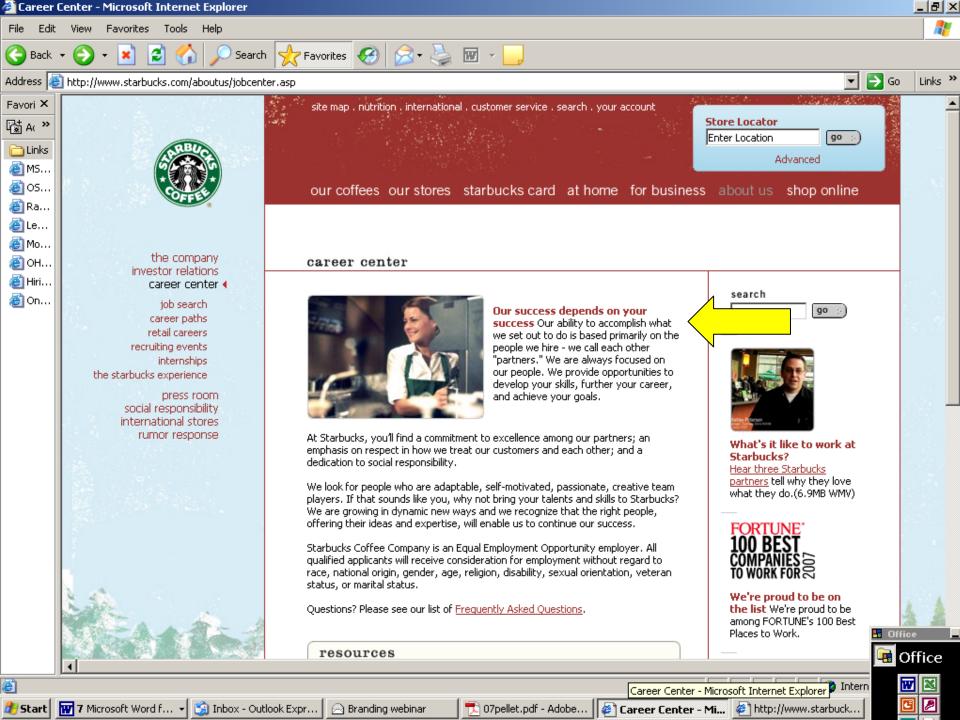
- Effectively communicate Employee Value Proposition (EVP)

- Enhance web site and informational materials to focus on the positive aspects of NCDOT
  - Highlight successful projects, cutting edge strategies that are being used, disaster response, current HR programs that are being used/developed, etc.

- Develop general NCDOT Brochure that highlights all areas (including IT, Business, Communications, etc.)

- Establish and utilize information cards that display career website and helpful NCDOT links/phone numbers that can be distributed at job fairs or recruiting events

Public Image - Recommendations
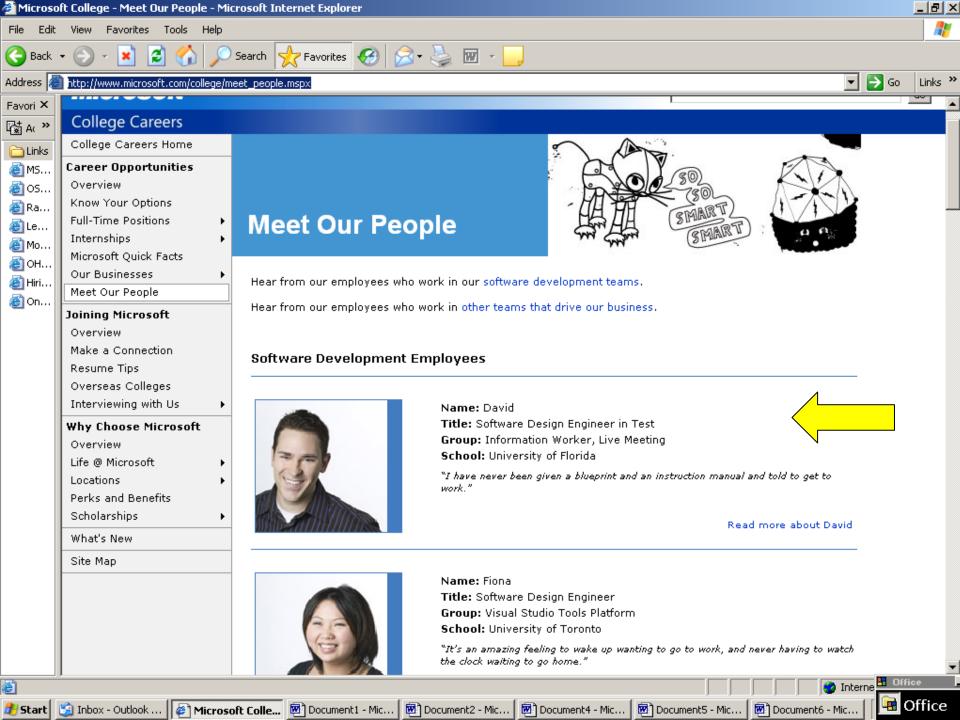
- Redesign website to be easily navigated in a few clicks and update it regularly

- Display a welcoming, fun work environment and satisfaction of employees who are providing an important service to the public that goes on for generations (including pictures and testimonials from current employees)

- Provide more information about prospective careers, job postings, benefits, career growth opportunities, etc.

- Fully fund alternate pay systems including competency based pay and skill based pay

File   Edit   View   Favorites   Tools   Help

Address   http://www.northcarolina.edu/content.php/hr/jobs/peopleadmin.htm

1789

Employment Opportunities

▶ General Administration
▶ University Wide

Contact HR

HR Home Page

UNC GA Homepage

Mailing Address, Map and Directions to HR

Quick Search

Applicants / **Hiring Managers**

As of October 25, 2007, our URL has changed to **https://uncgacareers.northcarolina.edu**. If you use the old URL, the system will redirect you to the new one.

Applicant Notice:

Welcome to the University of North Carolina General Administration Job Site!

All* employment applications should be completed and submitted through our new online recruitment system. This secure and user-friendly online system provides applicants the ability to view all current job postings, complete the employment application, attach job-related documents, electronically submit all information for review, as well as, check the status of his/her application within the recruitment process. Please follow the instructions below to get started in the new automated system.

1. Log on to **https://uncgacareers.northcarolina.edu**
2. Click **Create an Application**, located on the left menu bar
3. Choose either **EPA** or **SPA** application: University positions are classified as Subject to the State Personnel Act (SPA) or designated as Exempt from the State Personnel Act (EPA).
4. Create a **user name** and **password**
5. Complete the job application!

To simply view current postings, log on to **https://uncgacareers.northcarolina.edu** and choose "Search Postings" on the left menu.

To view Applicant Frequently Asked Questions, please click **here**.

The new system is best viewed using recent versions of Internet Explorer and Netscape

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Our success depends on your success Our ability to accomplish what we set out to do is based primarily on the people we hire - we call each other "partners." We are always focused on our people. We provide opportunities to develop your skills, further your career, and achieve your goals.

At Starbucks, you'll find a commitment to excellence among our partners; an emphasis on respect in how we treat our customers and each other; and a dedication to social responsibility.

We look for people who are adaptable, self-motivated, passionate, creative team players. If that sounds like you, why not bring your talents and skills to Starbucks? We are growing in dynamic new ways and we recognize that the right people, offering their ideas and expertise, will enable us to continue our success.

Starbucks Coffee Company is an Equal Employment Opportunity employer. All qualified applicants will receive consideration for employment without regard to race, national origin, gender, age, religion, disability, sexual orientation, veteran status, or marital status.

Questions? Please see our list of Frequently Asked Questions.

resources

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What's it like to work at Starbucks?
Hear three Starbucks partners tell why they love what they do.(6.9MB WMV)

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> **CAREERS**

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career path

Triage seeks bright, motivated individuals with a hunger to learn and a willingness to contribute. The career path at Triage is accelerated due to our successful training methods: you can be managing your own project with staff under you at 21 months. Career potential at Triage is unlimited as we place strong emphasis on promotion from within. Numerous Associates have enjoyed this rewarding career path. So can you.

As an **Associate**, your responsibilities include:

1. Analyzing contracts to identify underpayment exposure areas
2. Utilizing Triage's database software to audit insurance payments
3. Contacting insurance companies to negotiate payments for clients
4. Interacting directly with high-level clients to communicate project results
5. Participating in Triage's recruiting and training programs
6. Assisting in the delivery of new client services

Once you demonstrate the ability to run a project on your own, you will be promoted to **Senior Associate**. As a Senior Associate, you will have your own project with associate staff reporting

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College Careers

College Careers Home

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Meet Our People

Hear from our employees who work in our **software development teams**.

Hear from our employees who work in **other teams that drive our business**.

Software Development Employees

Name: David
Title: Software Design Engineer in Test
Group: Information Worker, Live Meeting
School: University of Florida

"I have never been given a blueprint and an instruction manual and told to get to work."

Read more about David

Name: Fiona
Title: Software Design Engineer
Group: Visual Studio Tools Platform
School: University of Toronto

"It's an amazing feeling to wake up wanting to go to work, and never having to watch the clock waiting to go home."

Office   Office

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Name: Katie
Title: Program Manager
Group: Xbox Console & Consumer Software
School: University of Texas at Austin

"Everybody here is really passionate about what they're working on."

Watch Katie's Interview - 56k | 500k

Name: Steve
Title: Program Manager
Group: Windows Mobile
School: Stanford University

"A lot of us coming out of college started working on big projects right away."

Watch Steve's Interview - 56k | 500k

Name: Beatriz
Title: Software Design Engineer in Test
Group: MSN Search
School: Tecnologico y de Estudios Superiores de Monterrey, Campus Ciudad de Mexico

"I cannot think of any other place that gives you the freedom, the amount of responsibility, and the drive to impact so many people around the world."

Watch Beatriz's Interview - 56k | 500k

Name: Gerar...

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Job Postings - Issues

- Do not accurately reflect what the job really does

- Not appealing or enticing

Job Postings - Recommendations

- Collaborate with OSP and Hiring Practices Workstream to develop new posting templates and posting process

  – Include working titles that are easily understandable by the general public

  – Summaries should be written in an enticing and appealing way that highlights what NCDOT has to offer prospective employees

  – Review for accuracy and written by individuals who can give a close representation of the job duties

Job Postings - Recommendations

- Participate in E-recruit Blueprinting

- Establish a searchable job listing based on skill sets or functions to help the prospective employee navigate through the numerous postings

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Job List ⑦
The list of current career opportunities appears below.

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Job: Category

| All ▼ |

Location: Country

| All ▼ |

Keyword **or** Job Number Search

| |

[Job Search]

▼ Job List

Jobs 1 to 30 of 415 at Starbucks ⓘ ◀ ▶ ▶|

Posting Start ▽	Job Title	Location	Schedule
12-05-2007	assistant store manager - Asheville, NC	US - NC - Asheville	Full-time
12-05-2007	store manager - Asheville, NC	US - NC - Asheville	Full-time
12-04-2007	administrative assistant III, Entertainment	US - WA - Seattle	Full-time
12-04-2007	store manager - Tulsa, OK	US - OK - Tulsa	Full-time
12-04-2007	asst. store manager - Tulsa, OK	US - OK - Tulsa	Full-time
12-04-2007	store manager - Memphis, TN	US - TN - Memphis	Full-time
12-04-2007	assistant store manager- Louisville, KY	US - KY - Louisville	Full-time

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Application Process - Issues

- Application process is time consuming, tedious and often results in delays

Application Process - Recommendations

- Streamline and automate (online application) the application process in order to make it more user friendly and efficient for the hiring manager (Beacon will offer this capability - Blueprinting scheduled for June 2008)

- Have kiosks available at DOT field offices for those who do not have personal computers

- Keep applicants in the loop with updates throughout the process (Hiring Practices Workstream)

Recruitment Change Model

Process Improvement + **Structural Improvement** + **New Resources** = **Effective & Efficient Recruitment Process**

Immediate Next Steps:

- Seek leadership input and guidance for:
  - Structure and role of recruitment office
  - Engaging current employees in recruitment
  - Blanket 10-8

- Partner with Communications Office, Rail Division PIO and SAS to develop enhanced materials
  - Brochure
  - Information Cards
  - Leverage existing high quality materials

- Engage in the 3 Phase Website Enhancement Process
  - Establish searchable job postings

- Collaborate with Hiring Practices Workstream to establish model job postings

Other Ideas

- Build relationships with University Faculty

    - Influence on student career paths

    - Project funding

    - Research opportunities

- Military Recruitment Opportunities

Feedback?

Objectives

- Team Mission Statement ✓

- Recruitment Issues & Recommendations ✓

- Receive Transformation Team and Leadership ✓ Input on the Direction and Concept

Workstream: Recruitment	
Strategic Focus: **Identify innovative and effective strategies and tools for recruiting high performing employees and future leaders. Expose more candidates for employment to the NCDOT.**	**Scope:** **The recruitment process begins when a clear, user-friendly position description is posted.** **The recruitment process ends when the position is filled with a qualified employee.**
Current Practices **The current recruitment program is focused on engineering positions and consists of the following programs:** **-Transportation Engineering Associates Program** **-Summer Engineering Assistants Program** **-Cooperative Education Program** **-Summer High School Internship Program** **-Civil Engineering Awareness Program** **-Career Fairs** **-Campus Information Sessions** **Recruitment is handled by the Recruitment Office and several other units that are listed below:** **-Public Transportation Internship Program** **-ITRE Summer Internship Program** **-Historically Black Colleges & Universities Program** **-Bridge Competition** **-Construction Career Days** **-Roadway Design** **-Structure Design** **Recruitment assistance outside of the programs listed above is provided to managers who request it, but only on an ad hoc basis.**	**Gap** **Recruitment Process** **-Not coordinated into one functional area** **-Focuses only on Engineering positions** **-No process or guidelines for providing recruitment assistance** **-Recruitment Travel delays can lead to missed opportunities** **-No Incentive/Referral Programs** **-Data needs to be aggregated and analyzed to help determine why employees are leaving** **Public Image** **-NCDOT is not viewed as an "attractive place to work" for potential employees** **-Enhance web site so it is easier to navigate (within a few clicks) and provides informational materials that focus on the positive aspects of NCDOT as well as information on job opportunities and benefits of working for the NCDOT** **-Display a welcoming, fun work environment and satisfaction of employees who are providing an important service to the public that goes on for generations (including pictures and testimonials from current employees)** **-Provide more information about prospective careers, job postings, benefits, career growth opportunities, etc.** **-Update web site regularly** **-Need to effectively communicate Employee Value Proposition (EVP)** **-Develop general NCDOT Brochure that highlights all areas (including IT, Business, Communications, etc.)** **-Establish and utilize information cards that display career website and helpful NCDOT links/phone numbers that can be distributed at job fairs or recruiting events** **-Fully fund alternate pay systems including competency based pay and skill based pay**

	Job Postings **-Do not accurately reflect what the job really does** **-Not appealing or enticing** **Application Process** **-Application process is time consuming, tedious and often results in delays**

2008 Key Priorities:

Immediate Attention

- **Define the structure and role of the Recruitment Office (Establish one Recruitment contact area for the public, universities and internal customers)**
- **Coordinate all NCDOT Recruitment efforts to encourage a collaborative alliance between recruiters and alumni / subject matter experts**
- **Expand the Recruitment focus beyond engineering positions only**
- **Define "Hard-to-Fill"**
- **Establish a process for triggering recruitment attention for "hard-to-fill" positions**
- **Pursue additional Recruitment resources (including people and funding for areas other than engineering)**
- **Procure new marketing display for recruitment events**
- **Establish a blanket 10-8 for Recruitment travel that makes it possible for recruiters AND alumni / subject matter experts to take advantage of recruiting opportunities**
- **Collaborate with Hiring Practices Workstream to establish model job postings and new posting process**
- **Establish searchable job postings**
- **Leverage existing high-quality recruitment / promotional materials**
- **Develop new brochure and recruitment information cards that effectively communicate what is positive about the NCDOT**
- **Develop message for the Recruitment web site**
- **Engage in 3-phase web site enhancement process to effectively communicate what is positive about the NCDOT**

Longer Term

- **Establish an alumni list for recruiting activities**
- **Participate in E-recruit blueprinting**
- **Develop new brochure and recruitment information cards that incorporate the Employee Value Proposition (EVP)**
- **Engage in 3-phase web site enhancement process that incorporates the Employee Value Proposition (EVP)**
- **Study hard-to-fill positions to move them closer to the market rate and consider offering hiring bonuses**
- **Fund current recruitment and retention tools (such as alternate pay systems) to recruit and retain employees**
- **Enhance the exit interview process and automate it (provide for on-line and paper surveys)**
- **Engage current employees in recruitment (consider referral bonus for hard-to-fill positions)**
- **Consider recruiting military personnel who are separating from the military**
- **Consider allocating some Recruitment resources to building relationships with university faculty**

Recruitment Team Action Plan
As of 1/25/08

Immediate Attention

Action Item	Key Steps	Responsible Person(s)	Date for Completion	Notes
Define the structure and role of the Recruitment Office (Establish one Recruitment contact area for the public, universities and internal customers) and Coordinate all NCDOT Recruitment efforts to encourage a collaborative alliance between recruiters and alumni / subject matter experts	-Develop org. chart -Develop role -Present to LT (Note: Employee Relations Reps. recruit for TWs)	Helen Tamela Team Jeff	TBD	#1A
Pursue additional Recruitment resources (including people and funding for areas other than engineering)	-Identify Needs -Present needs to Leadership Team	Helen Tamela Jeff	TBD	#1B
Expand the Recruitment focus beyond engineering positions only	-Identify implications (funds for recruiting other classifications, relocation) -Present to LT	Helen Jeff	TBD	#2 OSBM Rule Change
Define "Hard-to-Fill"	-Repost, insufficient skills -Eng., IT, TW -Hard-to-fill on the spot offers (like TEA)	Amanda Team	2/1/08	#3A
Establish a process for triggering recruitment attention for "hard-to-fill" positions	-Process for linking resumes with appropriate unit (e.g. Eng., IT)	Helen Tamela Team	TBD	#3B

Description	Action Items	Owner	Date	#
Procure new marketing display for recruitment events	-Develop purchase order -Present to LT (Can we set up old and new displays for a demo?)	Tamela Jeff	TBD	#4
Establish a blanket 10-8 for Recruitment travel that makes it possible for recruiters AND alumni / subject matter experts to take advantage of recruiting opportunities	-Develop 10-8 (include fly option, acceptable hotels, exemption from justification for individual trips) -Present to LT	Tamela Helen Jeff	TBD	#5
Collaborate with Hiring Practices Workstream to establish model job postings and new posting process	-Identify 2-4 job classes that are posted frequently -Meet to structure posting and incorporate ideas from best-in-class	Amanda Team	2/1/08	#6
Leverage existing high-quality recruitment / promotional materials	-Inventory available material -Approach Ernie Seneca -Update available material -Develop new material	Tamela	TBD	#7A
Develop new brochure and recruitment information cards that effectively communicate what is positive about the NCDOT	-Dependent on content that may already be available	TBD	TBD	#7B
Develop message for the Recruitment web site	-Can we use message that is in the printed material?	?	?	#7C

#	Date	Owner	Notes	Task
#8A	TBD	James	-Amanda provide James input on how to structure this -Include location, working title, job family, key words, major course of study, hiring range	Establish searchable job postings
#8B	TBD	Team	-Develop high-level content outline	Engage in 3-phase web site enhancement process to effectively communicate what is positive about the NCDOT
#9	2/1/08	Tamela Daniel		Establish an alumni list for recruiting activities
#10	TBD	Helen / Tamela James	-Kassia made request -State of Washington a good example	Participate in E-recruit blueprinting
#11A Legislative change required	TBD	Jeff	-Coordinate with Angie -Engage Stephanie, the Leadership Team and Johanna	Study hard-to-fill positions to move them closer to the market rate and consider offering hiring bonuses
#11B	TBD	TBD	Engage the Leadership Team	Fund current recruitment and retention tools (such as alternate pay systems) to recruit and retain employees
#11C	TBD	TBD	Engage the Leadership Team	Expand number of job classes that are banded or on alternate

Action Item	Key Steps	Responsible Person(s)	Date for Completion	Notes
pay systems				
Engage current employees in recruitment (consider referral bonus for hard-to-fill positions)	-Develop concept -Present to LT -Dist. A and In The Loop on hard-to-fill positions	Team Jeff	?	#12 Legislative change required
Enhance the exit interview process and automate it (provide for on-line and paper surveys)		Helen Doug Cox	?	#13

Longer Term

Action Item	Key Steps	Responsible Person(s)	Date for Completion	Notes
Develop new brochure and recruitment information cards that incorporate the Employee Value Proposition (EVP)				
Engage in 3-phase web site enhancement process that incorporates the Employee Value Proposition (EVP)	-Develop high-level content outline -See DHHS, DOC web sites			
Consider recruiting military personnel who are separating from		Helen		

	the military			Helen		
	Consider allocating some Recruitment resources to building relationships with university faculty					

Need an Operational Definition of "Hard-to-Fill"

Contributing factors:

Labor Shortage
Insufficient Skills
Candidate went elsewhere
Posting not accurate
Moved too slow
Salary too low

Possible measures / indicators

Number of times posted in a year (including reposting)
Turnover as a percentage per year (average over last three years) (>10%)
How many leave NCDOT
Reason for leaving (voluntary, non-voluntary, retirement)

Web Site High-level Content Outline

Searchable job postings
High-level organization description / chart
Positive branding message

Background pictures that convey what we do without more words (highway, ferry, aviation, etc.)
Link to the application
Podcast (i.e. recruitment video)
Testimonials
Welcome message

New Ideas

Establish a new domain name: NCDOTJOBS.____

Employee Orientation and Employee Recruitment Video

Jeff Roerden

Purpose

❧Produce A Video That Can Be Used During Employee Orientation To Orient New Employees To The NCDOT

❧Produce A Video That Can Be Used As A Recruitment Tool

Concept

- No More Than 10 Minutes In Length
- Include Senior Leaders (Governor, Secretary Tippett)
- Include Mid-level Managers, Supervisors, Young Professionals, Front Line
- Include Graphics As Well As People On The Job At An Attractive Job Site
- Video Available On DVD Or On Web
- Developed In-house By Instructional Television Media Unit

Desired Content

- Welcome Message
- How We Serve the Public - The Transportation System We Maintain
- Mission, Goals, Values
- High-level Overview of the NCDOT
- Brief Review of Key Divisions

The Message

- NCDOT - A Winning Team!
- Critical / Meaningful / Challenging Work - Serving the Public
- NCDOT - A Leader Among State DOTs
- North Carolina - A Great Place to Live
- Opportunity for Diverse Assignments
- NCDOT Is *A Great Place to Work* and *A Place That Works Well!*
- Excitement, Enjoyment, Passion

Leadership Team Feedback

- Include "what is expected of you" in content / message
- Start with Secretary and then move on to "what we do" and include testimonials
- Want video to be dynamic and show young people on the job site
- Work with Dara Demi in Ernie's office

Things To Consider

- Represent All Levels
- Youth and Experience
- Women and Men
- Various Racial and Ethnic Backgrounds
- Technical and Non-Technical
- Various Divisions
- Various Modes
- Geographical Diversity

Phases and Stages of On-Boarding

<u>Pre First Day</u>
Pre first day pertains to things that an organization can do prior to the new hire's start date in order to decrease time-to-productivity and speed up the learning process.

Goals of Pre First Day:
- Demonstrates to new employee that they are valuable part of the team
- Reduces time to productivity
- Reinforces decision to accept offer
- Increases the support of family and friends for the employee's decision
- Creates initial excitement
- Reduces the amount of time needed to explain things
- Increases ability of the organization to attract talent as positive word gets out
- Less staff time wasted on answering unnecessary questions

Pre First Day Tools:
1. Send out organization/business unit information to the employee at home. This information should include organizational charts, forms, Mission Statements, etc.
2. Have the new employee's business cards printed and ready for them on their first day.
3. Provide an acronym glossary for the employee to help with any acronyms commonly used.
4. Send the new employee a copy of the announcement of their employment with the agency/department.
5. Send the new employee helpful links and web pages that they can be looking at to familiarize themselves with their new place of employment.
6. Send the employee a list of upcoming challenges/projects they will be working on.
7. Send the new employee a welcome letter from the Unit/Department Head.
8. If the unit has t-shirts, notepad, etc. have some on hand as welcome gifts for the new employee.
9. Pair new employee up with an existing employee to work as an e-mail coach to teach them about the agency/department's e-mail system.
10. Pre-assess learning needs and set up a training schedule.
11. Send the new employee an e-card welcoming them to the agency/department.
12. Send the new employee an orientation overview.

First Day

Formal orientation programs have proven extremely effective in retaining employees. An organization can improve its retention rate by making a great impression on the new employee's first day. The organization's retention program should begin as soon as the new employee accepts the offer.

First Day Goals:
- Decrease time to productivity
- Build commitment
- Create improved image of organization as positive word gets out
- Increased confidence in new employee acceptance of offer
- Creates initial excitement which lessens need for more expensive motivators
- Increase number of referrals by new hires
- Increase morale and satisfaction
- Set clear and concise expectations

First Day Tools:
1. **Be there on their first day-** It is important to new employees for their boss to be there.
2. **Send a welcome e-mail-** This is cheap, fast and usually forgotten, but it can make a new employee feel great about their choice.
3. **White Board Welcome-** Write a welcome message on the whiteboard or create an expensive banner to welcome the new employee.
4. **Fully supplied workstation-** Stock the new employee's office with basic office supplies so that they have what they need to begin work.
5. **License Plate/Car Sticker-** Give the new employee a license plate or car sticker with new agency/department's logo on it.
6. **Personalized Name Plate-** Have the new employee's name plate ready to welcome them to the team.
7. **Quick Reference Card/Guide-** Give the new employee a quick reference guide or card to help reduce confusion as they are learning the ropes.
8. **Parking-** Have a parking spot already assigned to the new employee so that they don't have to deal with the hassle of trying to find a space on their first day.
9. **Welcome Coordinator/Buddy-** Pair the new employee up with an existing employee to show them the ropes.
10. **Celebrate first day-** Have a celebration lunch or refreshments to celebrate the new employee's first day.
11. **On-site and off-site resource locator-** Designate an on-site and off-site resource locator to help decrease wasted time when trying to locate possibly needed resources.
12. **Director/Unit Head call, visit or e-mail-** Have the Director or Unit Head give the new employee a call or e-mail or stop by for an introduction.

Becoming Familiar with People

A goal of departmental orientation should be to create an inclusive environment for the new team member. In order to achieve this, the manager needs to take direct ownership of the orientation program. Human Resources can not be expected to do this for every section/unit. In order to successfully create this environment, the entire team must work together with the new employee to increase inclusion, improve the comfort level of the new team member, and build commitment.

Goals of Familiarizing New Hires/Transfers with Their Colleagues:

- Building strong relationships
- Improving cooperation and communication which leads to increased team performance
- Increases number of innovations, creativity and willingness of new employee to present suggestions due to increased comfort level
- Helps new employee fit in
- Reduces time to training because co-workers can assist/teach each other
- Increases satisfaction and morale
- Decreases turnover

Tools for Familiarizing New Hires/Transfers with Their Colleagues:

1. **Crossword puzzle**-On the new employee's first day, provide them with a crossword puzzle where they have to match employee's names with the provided clues.
2. **No Cancel Meetings**-Schedule meetings with the new employee with key people with in the organization who are not allowed to cancel. The purpose of these meetings is to discuss their role in relation to the new employee's.
3. **Diversity Group Affiliation**-Provide the new employee with a mentor of a similar background so that they can start building relationships and be comfortable with their new environment.
4. **Wall of New Faces**-Create a wall that has a picture of the new employee's team members, as well as their name, department, and title.
5. **Baseball Cards**-Create a baseball card with each team member's picture and unique information about their work/projects or hobbies and give to the new employee during their first few days.
6. **Box of Chocolates**-Provide the new employee with a box of chocolates or sharable snacks in order to encourage them to interact with their new team members.
7. **New Team Member Plant**-Identify the new employee by placing a plant at their workstation, then encourage the current team members to introduce themselves.
8. **Lunch Coupons**-Get the new employee to know current team members faster while making them feel comfortable at asking questions by providing the new employee with a lunch coupon that will cover the cost of lunch for two people. This way the new employee can invite a co-worker to lunch without having to foot the bill.
9. **Theme Coffee Talk**-Coordinate coffee talk meetings at your office by ordering out for everyone's favorite coffee or bringing in a variety of flavored coffees for the group. This gives the new employee an opportunity to interact with the current team members.

10. **Ice Cream Social**-Gather employees together and host a quarterly ice cream social event to recognize all the new hires/transfers. Include light refreshments such as sodas, cookies, chips, candies, fruits, and ice cream with toppings. This provides a fun, informal and comfortable atmosphere for current employees to meet and get to know all the new faces.

11. **Team Lunch**-Schedule a celebration lunch at the location choice of the new hire/transfer and invite the entire team to the lunch. The manager pays for the new employee's lunch. This gives everyone an opportunity to get to know each other away from the office. During lunch encourage employees to introduce themselves, give their position, and something interesting about themselves.

12. **Team Photo**-Schedule a time when all team members are available and take a team photo. Ask everyone to wear something with the agency logo. If available use the company sign as the backdrop for the photo. Take the picture with a digital camera so that the photo can be sent via e-mail to the team and/or posted on the unit's web page.

13. **E-mail Alumni Network**-Create a network of former employees who wish to remain in touch with the company by getting them to serve as mentors for new hires. The network is basically a list server where new hires post questions to the "alumni" or former employees. Educate the alumni on the types of questions that they will be asked so that they are able to provide sound advice.

14. **Who Knows How to Guide**-Create a guide with team members that includes information for new hire that lets them know who to contact when they have a question. Have it broken down into categories to help make it more user friendly.

15. **Recent Hire Network**-Develop a network of new hires and recent hires. This network is a group of volunteer recent hires that become a mentor to the new hires. They can help the new hires with various questions or issues that come up based on their similar experiences as recent new employees.

16. **Team Representation**-After the new hire has had several weeks to settle into their new job, search for an opportunity to have the new hire/transfer to represent the team at an internal presentation. Provide all of the appropriate resources to prepare the new hire/transfer for a successful presentation.

17. **Electronic Staff Meeting**-With employees in different remote locations, it can be difficult to schedule everyone together for the new hire's first staff meeting. Instead, use technology to conduct staff meetings via video conferencing or teleconferencing so that the new hire has an opportunity to meet everyone either in person, via video, or over the phone.

18. **Mentor**-Each new hire is assigned a mentor or buddy on their first week of employment. The mentor is responsible for answering questions, introducing the new hire, identifying resources, providing feedback and assisting in the clarification of assignments.

Tools and Resources to get up to Speed

This section is designed to give you tools to be used by the new hire in order to carry out their jobs.

Goals of using Tools and Resources to Get up to Speed:
- Reduces time to productivity
- Less time wasted during the first week because the new hire/transfer lacks the appropriate equipment, training or knowledge of the facilities
- Provides the new hire/transfer with positive role models
- Decreases waste and machine breakage
- Results in decreased frustrations which lessen absenteeism, tardiness, or sick leave use
- Fewer missed project deadlines
- Individuals increase their learning speed because they realize what they need to learn and how fast to learn it

Tools and Resources to get up to Speed:
1. **Instant Communication**-Before the new hire/transfer arrives on their first day, have all of the appropriate tools (i.e.-phone, computer, etc.) necessary to carry our their job assignments. This creates less down time while the new hire/transfer has to wait to have everything set up or delivered.
2. **Dumb Question Coupons**-Create a coupon/voucher that is used to trade with current team members in order to have questions answered. This helps the new hire/transfer break the ice as they ask questions to the current employees. The questions may seem obvious to the current employees but are often important to the new hire/transfer.
3. **Don't Limit Orientation to One Day**-Stretch orientation out for multiple days in order to prevent information overload for new hire/transfer. Break the orientation up into several half days so that they are refreshed and retain more of the pertinent information.
4. **Interviews with Recent Hires**-Before a new hire/transfer starts work with top performers that previously occupied those jobs and identify and answer questions that they had when they started the job or things that they wished they had known/asked. Present this information to the new hire/transfer when they start the job to help give clarity from the beginning.
5. **Recruiter Involvement in Retention**-Have the recruiters stay in touch with the new hire/transfers and use their knowledge to help managers understand and manage better. Since the new hire/transfer already is comfortable with the recruiter and the recruiter has a detailed knowledge of the situation, this is a win/win situation.
6. **Online Orientation**-Create an online orientation/workshop to streamline the orientation process and allow the new hire/transfer to complete it at their own pace.
7. **Interactive Online Game**-Create an interactive online game for the new hire/transfer that covers pertinent information and is categorized in different sections. Cover this information in an interactive way and have exercises or activities at the end of each section.

8. **FAQ Web Site**-Create a list of questions that previous new hires had when they came on board. Give the new hire/transfer access to this web site when they start in order to help answer any questions that they may have.
9. **Shadow**-Ask for volunteers to act as the shadow to the new hire/transfer. The shadow should be efficient and skilled at doing the new hire/transfer's task and must be familiar with each step of the process in the department. The shadow will be responsible for answering questions, introducing the new hire to fellow colleagues, identifying resources, providing feedback and assisting in the clarification of assignments.
10. **Multiple Mentors**-Arrange with other teams and departments to select several mentors to work with the new hire/transfer. Allot time for the new hire to spend with each mentor in order to help the new hire/transfer better understand what each department/team's responsibilities are and how they fit into the new hire/transfer's job.

Meeting Expectations

This section will provide tools that can be used to get and keep your new hire/transfer on the right track and meeting expectations. By keeping them motivated and working at their full potential, your productivity scores will soar.

Goals of Meeting Expectations:

- Increases productivity because the new hire/transfer knows exactly what is measured and rewarded
- Increases productivity because the new hire/transfer knows and understands the team's goals and objectives
- New hires are a better "fit" because they understand and are aligned with the company's culture and values
- Provides a clearer idea of future career path
- Decreases frustrations which result in less absenteeism, tardiness or sick leave use
- Decreases new hire/transfer turnover rate due to early on the job frustrations
- Decreases manager frustration because of the lower new hire/transfer productivity rate
- Increases the new hire's/transfer's first year performance

Tools for Meeting Expectations:

1. **Show Them Their Role**-Within the second week of employment, meet with the new hire/transfer to review the section/unit's as well as the agency/university's business plan/mission statement. Include how their job fits into meeting the goals and objectives and their impact on the business plan.
2. **Discuss Manager's Expectations**-Schedule an hour of uninterrupted time to spend with the new hire/transfer to ensure they understand your expectations up front. Spend the time reviewing the job descriptions, resources available, expectations of the new hire/transfer, what is measured/rewarded, how it will be measured, how often

it will be measured, accountabilities and answering new employee questions. Consider multiple meetings at 30/60/90 day milestones.

3. **Individual Development Plan**-Meet with the new hire/transfer to formulate an individual development plan. A development plan may include cross-functional training, job rotations, stretch goals, etc.
4. **Know Their Frustrations before it's Too Late**-Schedule time with the new hire/transfer to identify their frustrations and what they want more of/less of. Some examples can include lack of challenge, growth, rewards, or development.

LITERATURE KEY FINDINGS
Recruiting & Retaining Engineers in the Public Sector

Public sector organizations face a unique challenge in the intense competition for engineering talent in the United States, as these organizations have critical missions to accomplish on a regulated budget. As such, Council research reveals the following tactics to guide government organizations to recruit and retain engineers:

Recruiting Engineers (Pages 2 – 5)	Retaining Engineers (Pages 6 – 8)
☑ Align advantages of public sector employment to preferences of engineers ☑ Improve knowledge of public sector employment among engineers ☑ Utilize employee networks ☑ Search niche job boards ☑ Encourage talent mobility ☑ Enhance university partnerships	☑ Recognize creativity and performance ☑ Offer opportunities to work with innovative technology ☑ Offer career development programs in management and technical positions ☑ Focus on retaining retirees

Recruiting Engineers

☑ **Recruiting Tactic #1: Align Advantages of Public Sector Employment to Preferences of Engineers**
Council research reveals that compensation is the most important employment attribute among engineers in the United States. However, engineers value other employment attributes in which the government may distinguish itself as an employer of choice, as detailed below:[1]

TABLE 1: APPEALING JOB FEATURES OF PUBLIC SECTOR EMPLOYMENT	
Employment Attributes Most Valued by Engineers*	Associated Advantages and Challenges of Government Employment
Compensation (60%)	Budget constraints prevent government agencies from offering compensation that is competitive with offers from private sector organizations.
Stability (39%)	According to a 2004 survey of more than 2,000 undergraduates, the public sector is considered more secure than the private sector, as 55% of respondents cited job security as one of the main reasons for working in the public sector.[2]
Work-Life Balance (35%)	Surveys conducted by the Center for Public Service and GTI Specialist Publishers reveal that work-life balance attracts individuals to employment in the public sector.[3]
Health Benefits (33%)	The government's overall benefits package, which includes retirement savings programs and health benefits, is amongst the nation's most robust.[4]
Future Career Opportunity (32%)	A study conducted by The Center for Public Service indicates that the most appealing aspects of a government career include the opportunity to make a difference and the ability to serve the country.[5,6]

*The percentage indicates the percentage of surveyed engineers in the United States that rank the attribute among his/her top five aspects to consider in an employment offer.

Recruiting Engineers (Continued)

☑ **Recruiting Tactic #2: Improve Knowledge of Public Sector Employment Among Engineers**
Research indicates that only 29% of non-federal employees believe they are well informed about federal career opportunities, compared to 52% who believe they are well informed about private sector career opportunities.[7] In addition, a survey conducted by the Center for Public Service found that although young Americans believe that government jobs provide an opportunity to serve the country, the complicated hiring process often frustrates and deters potential applicants.[8] One method to increase candidate knowledge of public sector application and employment is to post detailed job descriptions. Designing communications about the following aspects of government work help organizations effectively describe the experience of engineers in the public sector:[9,10,11]

FIGURE 1: TIPS FOR DESIGNING JOB DESCRIPTIONS TO IMPROVE KNOWLEDGE OF PUBLIC SECTOR EMPLOYMENT AMONG ENGINEERS

Day-to-Day Job Responsibilities	Company Fit	Employee Expectations
▪ Create day-in-the-life profiles showcasing experiences of engineers ▪ Create a confidential electronic questionnaire to assist candidates in self-selection ▪ Design a game or activity that enables candidates to experience daily tasks ▪ Use graphics to illustrate daily job tasks	▪ Create an accurate explanation of the organization's work-life balance ▪ Provide extensive information about facility location, including a virtual tour to introduce work environment ▪ Use a diagram to illustrate how the position operates within the public sector structure	▪ Explain the application process in detail ▪ Explain the time frame and environment in which tasks must be completed ▪ List specific and measurable criteria for success ▪ Provide examples of tasks which must be completed successfully

☑ **Recruiting Tactic #3: Utilize Employee Networks**
Council research reveals that current employees and other personal networks are the most utilized and trusted channels from which engineers in the United States find employment information.[12] Current employees also provide a large number of referrals; a Council study finds that employee referral networks account for between 19% and 40% of new hires at profiled organizations.[13] The following checklist suggests tips for obtaining referrals for hard-to-fill engineering positions:[14]

TABLE 2: STRATEGIES TO TARGET REFERRALS FOR HARD-TO-FILL POSITIONS			
	Distribute printed materials explaining selling points of the organization that employees may use to recruit engineering candidates		Offer referral bonuses for different positions, paying more for hard-to-fill openings in engineering
	Host "Bring-Your-Own-Rolodex" meetings with managers to brainstorm qualified referrals to support specific engineering hiring initiatives		Target the excitement of new hires to obtain referrals by sending welcome e-mails to new hires that solicit referrals for specific engineering positions

Recruiting Engineers (Continued)

☑   **Recruiting Tactic #4: Search Niche Job Boards**
Council research indicates that 43% of engineers in the United States report using a job board to find employment information.[15] Organizations in the public sector can source engineers through niche job boards. These job boards for specific professional fields save time for recruiters by allowing them to more quickly filter qualified from unqualified candidates. Two popular niche job boards for engineers are listed below:[16,17]

   ▪   Graduating Engineer and Computer Careers (www.GraduatingEngineer.com)
   ▪   National Society of Professional Engineers Job Board (www.nspe.org/career/jobboard/)

☑   **Recruiting Tactic #5: Encourage Talent Mobility**
Engineers currently employed by the government can serve as valuable hires for hard-to-fill engineering positions, as they are already familiar with government culture and operations. Organizations can encourage internal talent mobility through identifying current employees with the qualifications for hard-to-fill engineering positions and suggesting an internal transfer, or through providing specialized education assistance to current employees to build a pipeline for future engineering talent. A Recruiting Roundtable study identified the following potential benefits that internal mobility offers employees:[18]

   ▪   Enhances retention of employees by providing internal career paths
   ▪   Maximizes employee development by enabling talent to continually move to its point of highest return
   ▪   Offers the opportunity to leverage existing assets (e.g., current workforce) when external hiring budgets are limited or nonexistent
   ▪   Provides a low-cost, high-quality recruiting channel

Recruiting Engineers (Continued)

☑ **Recruiting Tactic #6: Enhance University Partnerships**
Research conducted by the Nuclear Energy Institute indicates that providing internships and summer jobs are necessary to recruiting engineers. Steps to improve recruitment efforts for recent engineering graduates are detailed below:[19]

- Create strategic partnerships with engineering schools and departments, (e.g., create co-operative education programs and scholarships, sponsor events, and lend currently-employed engineers to give lectures or teach courses)
- Encourage senior executives to visit and present employment opportunities to undergraduates
- Facilitate on-site tours and plant visits to demonstrate that the organization provides unique opportunities
- Maintain company visibility across the campus by providing food and drink at campus events and attending career fairs
- Send engineers to campus in addition to human resources personnel, as engineers can relate to potential recruits

Government agencies are particularly effective at forming partnerships with educational institutions and engineering associations to foster a diverse talent pool for engineers, as detailed below:[20]

FIGURE 2: EFFORTS AMONG FEDERAL GOVERNMENT AGENCIES TO RECRUIT ENGINEERS

National Aeronautics and Space Administration (NASA)	National Science Foundation (NSF)	Naval Air Systems Command (NAVAIR)
The Undergraduate Student Research Program at NASA provides rising college juniors and seniors from diverse backgrounds with hands-on research opportunities in order to cultivate student interest in employment in engineering, science, and technology professions at NASA. As of 2003, 237 students had participated in the program, 50% of whom were women and 30% of whom were minorities.	To broaden the diversity of its talent pool for engineers, the NSF has implemented the following recruiting tactics: • Partnering with the American Association for the Advancement of Science and the Hispanic Association of Colleges and Universities to grant 6 to 8 fellowships per year that provide one-year internships at the NSF • Creating the Student Career Experience Program (SCEP) to provide students pursuing undergraduate and graduate degrees in science and engineering fields with the opportunity to alternate between semesters of work and study • Implementing fellowship programs to recruit students with mission-critical skills by paying for their senior year of college and guaranteeing employment upon graduation • Offering quality-of-life incentives such as telecommuting, on-site childcare, and fitness and health facilities	NAVAIR targets universities with high enrollment and graduate rates of women and minorities, as well as conferences and career fairs that focus on women and minorities. NAVAIR also partners with professional societies, including the Mexican American Engineering Society, Society of Women Engineers, and National Society of Black Engineers.

Retaining Engineers

☑ **Retention Tactic #1: Recognize Creativity & Performance**
According to a study conducted by the Council for Excellence in Government, recognition for creativity and performance is the biggest retention driver among government employees.[21] The following table details case examples of reward and recognition programs for engineers in the private sector that offer non-monetary rewards:[22,23]

<div align="center">

FIGURE 3: REWARDS PROGRAMS FOR ENGINEERS*

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Raytheon's Fellows Program	Rockwell Collins' Arthur A. Collins Engineer of the Year Award
▪ **Overview**—Raytheon inducts the top 4% of engineers into the Fellows Program to honor accomplished careers in engineering. ▪ **Organization**—Introductory Fellows include engineers with a long career of significant accomplishments and demonstrated technical excellence. The company reserves the Senior Fellows designation for the top 100 engineers. ▪ **Selection Criteria**—The selection process ensures that beyond technical education qualifications, the individual must also have made significant contributions to the success of Raytheon and the engineering profession.	▪ **Overview**—Rockwell Collins presents the Arthur A. Collins Engineer of the Year Award to recognize engineers who demonstrate outstanding technical service to the company, their profession, and the general community. ▪ **Selection Criteria**—Criteria include individual performance, contributions to the company, and other technical and professional contributions. ▪ **Nominations**—Engineering colleagues are the only individuals who may submit nominations for the award. ▪ **Recognition**—Recognition includes a banquet with the CEO and senior staff, a vacation for the winner and spouse, and public acknowledgment through a press release.

* For an extensive list of reward and recognition programs for engineers, see the research piece, "Compendium of R&D Reward and Recognition Programs," by the Research & Technology Executive Council, available via the following link: https://www.clc.executiveboard.com/Members/ResearchAndTools/Abstract.aspx?cid=100018816&fs=1&q=compendium&program=.

☑ **Retention Tactic #2: Offer Opportunities to Work with Innovative Technology**
Research reveals that engineers are attracted to the opportunity to experiment with advanced technology and to further their career development. The following list provides examples of programs in the private sector that facilitate exposure to innovative technology:[24]

▪ **Innovation banks**—3M and Eastman Kodak operate "innovation banks" that fund internal enterprises. The innovation banks provide scientists and engineers access to state-of-the-art equipment that they do not typically get to use.

▪ **Development team**—PerkinElmer established a virtual team for developing new products and technologies, which enables engineers across the company to showcase their creative and mechanical talents.

Retaining Engineers (Continued)

☑   **Retention Tactic #3: Offer Career Development Programs in Management & Technical Positions**
Research reveals that in order to retain talented engineers who desire enhanced salary and growth potential, organizations create development programs and dual career ladders for advancement in either management or technical positions. Dual career ladders for engineers generally provide equitable compensation and career paths for parallel management and technical positions. For example, Schlumberger and Lockheed Martin created specialized development programs in order to diversify the number of career paths among engineers, as detailed below:[25,26]

FIGURE 4: CAREER DEVELOPMENT PROGRAMS FOR ENGINEERS

Schlumberger's Non-Obvious Career Development Program	Engineering Development Program at Lockheed Martin
Overview—While recognizing that obvious internal candidates may present fewer risks to the business in the short term, decision-makers at Schlumberger believe that non-obvious career moves are critical for building leaders capable of realizing long-term goals. Schlumberger offers high-potential employees the opportunity to transition into roles for which they are non-obvious candidates. **Process**—The program involves the following steps: ▪ Identify high-potential employees with at least three years of tenure ▪ Generate a list of three to five obvious and non-obvious internal candidates for all vacant positions ▪ Evaluate the business risks prior to appointing non-obvious transitions ▪ Transfer non-obvious candidates into their new positions ▪ Provide training from the employees' new teams ▪ Monitor the assignments for signs of poor performance **Results**—In addition to strengthening the leadership bench and increasing the number of non-obvious job moves within the top three management levels to 25%, Schlumberger has experienced increased retention from high-potential employees.	Lockheed Martin offers an engineering development program in which recent graduates complete three to four rotational assignments over a two to three year period. The program exposes engineers to technical and business leaders and offers technical training completed on-site and during conferences. The program also offers participants the opportunity to complete a technical master's degree at the company's expense.

Retaining Engineers (Continued)

☑ **Retention Tactic #4: Focus on Retaining Retirees**
By 2011, 50% of all employees of the federal government will be eligible to retire, necessitating effective retention strategies for aging employees.[27] Council research reveals that flexibility is the most effective retention strategy for a retiring workforce. Examples of customized work arrangements include flex-time, part-time work, and telecommuting. In addition to providing flexible work options, Council research reveals that organizations offer phased retirement. For government agencies, overcoming regulatory barriers is the main challenge for implementing phased retirement programs. The figure below provides two examples of retention efforts for retirees among four agencies of the federal government:[28]

FIGURE 5: RETAINING RETIREES IN THE PUBLIC SECTOR

Retirees as Consultants	Flexible Work Schedules
In order to avoid pension and health benefit challenges and regulatory issues, two agencies of the federal government profiled by the Council hire retirees as consultants since there are no restrictions with independent contractors. The main challenge of the consultant program is the time and resources that agencies must expend to recruit and assimilate retiree consultants to a new environment.	On a local scale, two federal agencies profiled by the Council utilize a job-share program shaped by managers and mission-critical retirees. For example, retirees can take a two-month paid sabbatical before returning for a three-day work week with continued pay. The main challenge of offering flexible work schedules is standardizing the program with other agencies and building a case to the U.S. Office of Personnel Management for an exception to the regulations.

NOTE TO MEMBERS: This project was researched and written to fulfill the research request of several members of the Corporate Executive Board and as a result may not satisfy the information needs of all member companies. The Corporate Executive Board encourages members who have additional questions about this topic to contact their research manager for further discussion. The views expressed herein by third-party sources do not necessarily reflect the policies of the organizations they represent.

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Sign on & Retention Bonus Availability

Select states research reveals:

STATE	RETENTION BONUS	SIGN-ON BONUS
Alabama	No	No
Arkansas	No	No
Florida	No	No
Georgia	No	**Yes**
Kentucky	No	No
Mississippi	No	No
Oklahoma	**Yes**	**Yes**
South Carolina	**Yes**	**Yes**
Tennessee	No	No
Virginia	**Yes**	**Yes**
West Virginia	**Yes**	**Yes**

Different rules & processes apply in different states – generally these center around:

- Must be demonstrated hard to fill position and a shortage in the labor market.
- Limits on amount: one cannot exceed 5% of annual base salary if paid in lump sum; another cannot exceed one month's salary; some states have $5,000 limit; Virginia & West Virginia must be approved by AG's office and cannot exceed $10,000 year
- Some one lump sum; some graduated payments.
- Some have repayment contracts, obligation released and repay proportional amount in conjunction with amount of time worked; some repay full gross amount if leave before a year is out.*
- No specific information pertaining to job roles identified as eligible except for some health/allied health categories.

*Common practice, not associated with research for this, is to have longer terms of obligation for larger amounts; 2 years of obligation for $5,000 for example vrs. 1 year for $2000. Signed promissory notes spelling out the terms of obligation release (one week of full-time service forgives one week of the obligation, in some instances) and repayment are often collected from the bonus recipient and are used to enforce collection for people just shopping for bonuses.

Specifically prohibited for North Carolina by section 126, presently.